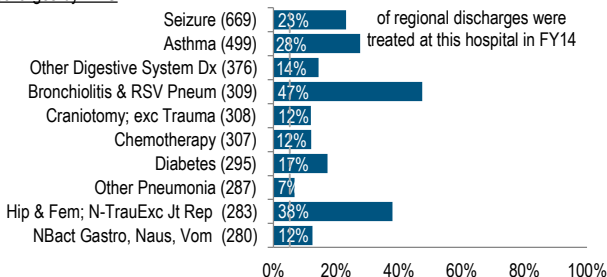


Boston Children's Hospital is a large, non-profit specialty hospital dedicated to pediatric health care. It is located in the Metro Boston region. Boston Children's is a teaching hospital for Harvard Medical School, and has research partnerships with numerous institutions in Massachusetts and elsewhere. It is one of eight organ transplant centers in Massachusetts. It earned a profit each year from FY10 to FY14. While the operating margin remained roughly the same between FY10 and FY14, the total margin decreased from 5.6% to 3.7%.

At a Glance	Overview / Size	
	Hospital System Affiliation:	Not Applicable
	Change in Ownership (FY10-FY14):	Not Applicable
	Total Staffed Beds:	389, among the larger acute hospitals
	% Occupancy:	78.2%
	Special Public Funding:	Not Applicable
	Trauma Center Designation:	Pedi: Level 1
	Case Mix Index:	1.93
	Financial	
	Adjusted [†] Cost per Discharge:	\$16,214
Services	Inpatient NPSR per CMAD:	\$20,860
	Change FY13-FY14:	10.2%
	Inpatient:Outpatient Revenue in FY14:	54%:46%
	Outpatient Revenue in FY14:	\$454,035,438
	Change FY13-FY14:	0.9%
	Total Revenue in FY14:	\$1,380,968,000
	Total Surplus (Loss) in FY14:	\$51,183,000
	Payer Mix	
	Public Payer Mix:	35.7% (Non-DSH* Hospital)
	CY14 Commercial Payer Price Level:	91st Percentile
Quality	Top 3 Commercial Payers:	Blue Cross Blue Shield of Massachusetts Harvard Pilgrim Health Care Tufts Associated Health Maintenance Org.
	Utilization	
	Inpatient Discharges in FY14:	14,870
	Change FY13-FY14:	-2.0%
	Emergency Department Visits in FY14:	56,707
	Change FY13-FY14:	-3.2%
	Outpatient Visits in FY14:	237,681
	Change FY13-FY14:	-7.4%
	Quality	
	Readmission Rate in FY13:	Not Available
	Change FY11-FY13 (percentage points):	-
	Early Elective Deliveries Rate (Jan 2014-Jun 2015):	Not Applicable

What were the most common inpatient cases (DRGs) treated at the hospital in FY14? What proportion of the region's cases did this hospital treat for each service?

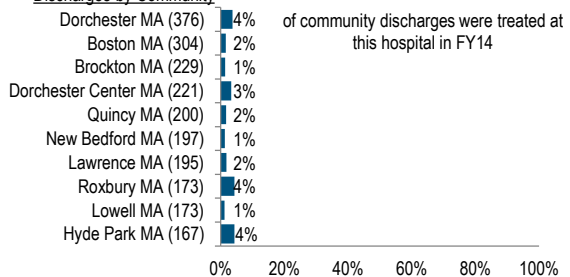
Discharges by DRG



--- Hospital (14,870) = 5% of total regional discharges

Where did most of the hospital's inpatients reside? What proportion of each community's total discharges was attributed to this hospital?

Discharges by Community



What proportion of adult patient discharges from this hospital resulted in a readmission at any hospital within 30 days, and how does this compare to the state average?

Data for this measure is not available for the patient population at this specialty hospital.

How many central line-associated blood stream infections (CLABSI), catheter-associated urinary tract infections (CAUTI), and surgical site infections (SSI) after colon surgery did patients get at this hospital compared to what was expected based on the hospital's characteristics and case mix?

Data is not available for these measures

2014 HOSPITAL PROFILE: BOSTON CHILDREN'S HOSPITAL

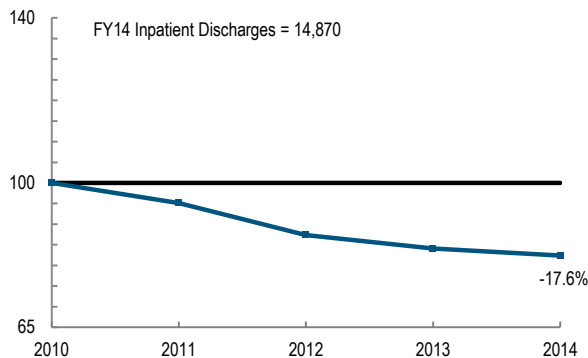
Cohort: N/A - Specialty Hospital

Key:

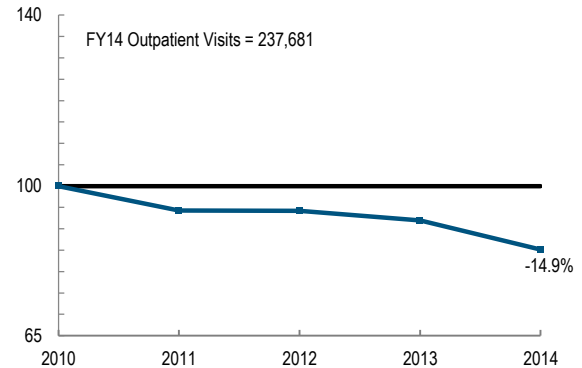
■ Hospital
— No Peer Cohort

Utilization

How has the volume of the hospital's inpatient discharges changed compared to FY10? (FY10=100)

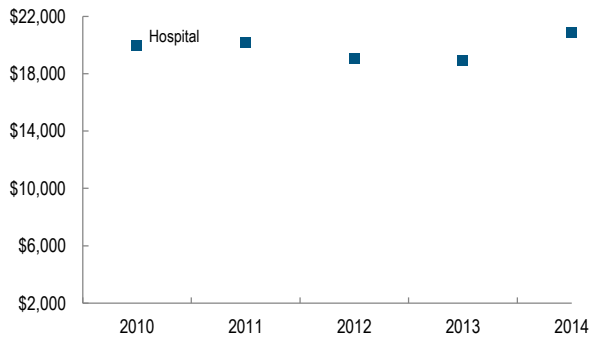


How has the volume of the hospital's outpatient visits changed compared to FY10? (FY10=100)

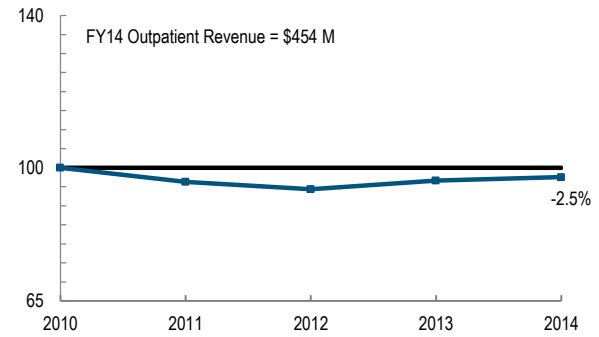


Patient Revenue Trends

What was the hospital's net inpatient service revenue per case mix adjusted discharge between FY10 and FY14?



How has the hospital's total outpatient revenue changed compared to FY10? (FY10=100)



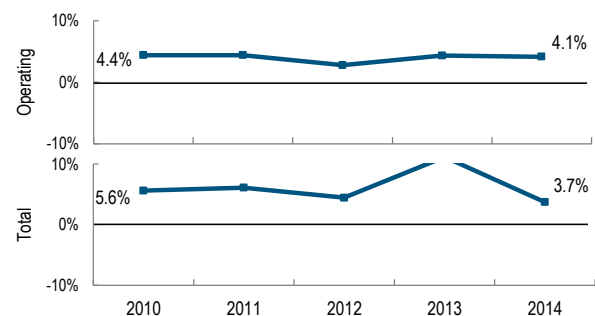
Financial Performance

How have the hospital's total revenue and costs changed between FY10 and FY14?

Revenue, Cost, & Profit/Loss (in millions)

FY	2010	2011	2012	2013	2014
Operating Revenue	\$ 1,306	\$ 1,326	\$ 1,296	\$ 1,322	\$ 1,387
Non-Operating Revenue	\$ 16	\$ 23	\$ 22	\$ 97	\$ (6)
Total Revenue	\$ 1,322	\$ 1,349	\$ 1,318	\$ 1,418	\$ 1,381
Total Costs	\$ 1,248	\$ 1,267	\$ 1,259	\$ 1,260	\$ 1,330
Total Profit (Loss)	\$ 74.1	\$ 82.1	\$ 58.4	\$ 157.7	\$ 51.2

What were the hospital's total margin and operating margins between FY10 and FY14?



For descriptions of the metrics, please see the technical appendix.

* Disproportionate Share Hospitals (DSH) receive a minimum of 63% of gross patient service revenue from public payers.

† Costs were adjusted to exclude direct medical education costs and physician compensation.

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